

THE ARMY TRANSFORMATION: SUCCESS TODAY, VICTORY TOMORROW

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**LTG John M. Riggs, Director of the
Objective Force Task Force**

Introduction

The 2001 Army Acquisition Workshop, largely devoted to topics related to the Army's transformation, was held Aug. 6-9, 2001, in Atlanta, GA. More than 280 acquisition professionals attended the workshop, which annually provides a forum for the senior Army acquisition leadership to communicate directly with and present new guidance to program executive officers (PEOs); project, product, and program managers (PMs); deputies for systems acquisition; Defense Contract Management Agency (DCMA) commanders; and other acquisition commanders (ACs).

MG Daniel G. Mongeon, U.S. Army Forces Command's (FORSCOM's) Deputy Chief of Staff for Logistics (DCSLOG), the local co-host of the workshop, welcomed attendees and introduced then Army Acquisition Corps Director and Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) LTG Paul J. Kern. Kern, who has received his fourth star and is now Commanding General of the Army Materiel Command (AMC), introduced his successor, MG John S. Caldwell Jr., then Commanding Gen-

eral of the Army Tank-automotive and Armaments Command. Kern outlined the Army's future challenges and discussed Secretary of the Army Thomas E. White's transformation objectives and commitment to invest in people, ensure readiness, and adopt sound business practices. Kern stressed the need to think in terms of networks and systems-of-systems, and determine how to fit all the pieces together. To achieve transformation, he concluded, the Army must accept the challenge of, quickly adapt to, and be pioneers of change.

Perspectives

COL(P) James R. Moran, Vice President of the Defense Acquisition University (DAU) and Commandant of the Defense Systems Management College, discussed significant changes at DAU. DAU has traditionally focused on resident training, but recently expanded its mission to include distance learning. DAU is reorganizing to enhance responsiveness, provide a full-service capability, support the Army Acquisition and Technology Workforce, and increase student productivity and morale.

LTG John M. Riggs, Director of the Objective Force Task Force, stated

that the Objective Force encompasses a complete Army transformation that includes warfighting concepts, training and leader development approaches, organizational designs, and requirements for agile soldiers capable of performing echelons above their own. Riggs said the Army must "see first, understand first, act first, and finish decisively." To accomplish this, he said the Army needs advanced command, control, communications, computers, intelligence, surveillance, and reconnaissance; improved precision munitions; advanced mobile fire delivery systems; improved warning of nuclear, chemical, and biological hazards; advanced unmanned air and ground systems; and the integration of lighter, more effective armor.

Riggs was followed by a panel discussion on "Standards for the 21st Century," moderated by AMC Assistant DCS for Research, Development and Acquisition (RD&A) for Science and Technology/Science Advisor Renata F. Price. The panel discussed how the Army and industry could work together to ensure that 21st century commercial standards address Army transformation requirements. Panel members were Pandu Rao, Director of Engineering

Business Group, U.S. Army Tank-automotive and Armaments Command, Warren, MI; Thomas W. Rabaut, President and Chief Executive Officer, United Defense Limited Partnership; James W. Zwickey, Director of Defense Contracts at Oshkosh Truck Corp.; Kenneth Dabundo, Senior Manager of Materials, Process, and Standards Engineering for Boeing Corp.; Tim Brooke, Manager of Technical Committee Operations for the American Society for Testing and Materials; and Matthew Williams, Director of Standardization for Aerospace Industries Association.

LTG Charles S. Mahan Jr., Army DCSLOG, discussed the DCSLOG's transformation charter to enhance strategic responsiveness, meet deployment timelines, reduce the logistics footprint, and transform the institutional Army by reducing total obligation authority. He concluded saying, "At the end of the day, it's all about getting the right equipment with the right capabilities into the hands of our soldiers."

Following Mahan's presentation, awards were presented honoring the PMs and ACs of the year. (See article on Page 25.)



LTC Thomas Hogan, Chief of the U.S. Total Army Personnel Command's Acquisition Management Branch, provided an update on the new Officer Evaluation Reports and discussed the Command Select List Program, PM/AC Board membership, and the low number of civilians competing for PM positions.

MG Robert E. Armbruster, Deputy for Systems Management and Horizontal Technology Integration in the Office of the ASAALT, provided a recapitalization update. Attendees were urged to read the HQDA policy on recapitalization, meet with their supporting commodity commands, and understand their role in the recapitalization process. Armbruster added that aggressive recapitalization will reduce near-term operational risk, ensure combat

overmatch, and extend the service life of existing warfighting systems.

MG James R. Snider, AMC's DCS for RD&A, outlined the Materiel Release Tracking System, which manages and tracks the status of all materiel release activities and provides report-generating capability and automatic e-mail notification of upcoming and missed "get-well" dates.

MG William L. Bond, Director of Force Development in the Office of the Army Deputy Chief of Staff for Programs (ODCSPRO), discussed ODCSPRO's goal to develop, integrate, and synchronize programs to support the Army vision. ODCSPRO assists in the transformation process by fielding revolutionary new capabilities, responding to immediate capability shortfalls, and maintaining and improving existing capabilities. Bond said that new technology is key in providing robust, interoperable land forces.

COL(P) Jeffrey A. Sorenson, then Assistant Deputy for Systems Management and Horizontal Technology Integration in the Office of the ASAALT (now a brigadier general and the PEO, Smart Munitions (Tactical Missiles)), discussed the importance of the Quadrennial Defense Review. He added that the Secretary of Defense believes it is critical to transform entire DOD organizations, equipment, and concepts to meet 21st century national military strategies.

Dr. Walter F. Morrison, Director, Research and Laboratory Management in the Office of the Deputy Assistant Secretary of the Army for Research and Technology, discussed future science and technology (S&T) initiatives. Challenges for the S&T community include increasing resources to enable the Objective Force; maturing technology to expedite systems development; building the Future Combat Systems in this



MG Robert E. Armbruster, Deputy for Systems Management and Horizontal Technology Integration, Office of the ASAALT



MG William L. Bond, Director of Force Development, ODCSPRO

LTG Roy E. Beauchamp, AMC Deputy Commanding General



decade; and increasing momentum for the Objective Force Warrior, unmanned combat-armed rotorcraft, and the Institute for Soldier Nanotechnologies.

COL R. David Ogg Jr., PM, Brigade Combat Team (BCT), and Don Howe, PM, GM GDLS Defense Group LLC, the final formal speakers on the first day of the workshop, discussed BCT government and Defense integrated product teams. Specifically, Ogg spoke on the BCT's mission and management challenges, and Howe addressed the organizational structure of GM GDLS.

Additional Briefings

J. Stephen Koons, FORSCOM Assistant DCSLOG, began the second day of briefings with a discussion of logistics challenges and the

DCSLOG's mission to provide world-class support for FORSCOM's power-projection Army.

MG John Marcello, Commanding General of the Army Test and Evaluation Command (ATEC), discussed the ATEC Web-based Test and Evaluation Management System and the ATEC Decision Support System (ADSS)-Web, which provides test and evaluation (T&E) status on more than 350 systems, detailed system descriptions, and the capability to review T&E data. Angie Craddock, ATEC's Information Technology PM, also provided an overview of ADSS-Web and suggested that everyone register at the site.

LTG Peter M. Cuvillo, Director of Information Systems for Command, Control, Communications, and Computers, discussed transformation from an information perspective. He said there are numerous security implications in a computer-enabled world. Although Web-based systems are more capable, they are also more vulnerable to attack, he noted. The Army must control access, demand security in purchased software, and develop security architects. He also stressed that knowledge management has significant importance in global operations; thus, the goal of Army knowledge management is to

LTG Peter M. Cuvillo, Director of Information Systems for Command, Control, Communications, and Computers



have world-class, network-centric access to knowledge, systems, and services interoperable within the joint environment. By July 2002, the Army will be conducting the majority of its internal business via Army Knowledge Online (AKO), and all personnel will operate from an AKO account.

Allan M. Resnick, DCS for Combat Developments at the U.S. Army Training and Doctrine Command (TRADOC), discussed TRADOC's mission in training soldiers for war, establishing standards and requirements, and commanding installations.

BG Edward M. Harrington, DCMA Director, discussed DCMA's strategic, operational, and tactical missions. He also provided an overview of industrial intelligence



MG John Marcello, Commanding General, ATEC



BG Edward M. Harrington, DCMA Director

and contingency and operational deployment. A key transformation issue for DCMA is to support warfighter readiness. He closed by stating that throughout the acquisition process, DCMA's primary focus is the customer.

COL(P) James A. Kelley, FORSCOM Assistant Deputy Chief of Staff for Operations, provided a FORSCOM perspective on Army acquisition testing, fielding, training, and operations. FORSCOM, he noted, must accomplish its mission with a strategy that balances testing, modernization, and training requirements. He also outlined FORSCOM's 5-year plan and the strategy for implementing and maintaining it.

COL Frank C. Davis III, Deputy Director of the Acquisition Career Management Office, discussed acquisition career management and the goal of enhancing the professional development of Functional Area 51 officers under the Officer Personnel Management System for the 21st Century (OPMS XXI). Davis also discussed transitioning the Materiel Acquisition Management Course at Fort Lee, VA, to the Army Acquisition Qualification Course; the intermediate-level education concept; advanced civil schooling; and acquisition branch qualification.

Donald L. Damstetter, Acting Deputy Assistant Secretary of the Army for Plans, Programs and Policy, provided specific Program Objective Memorandum FY03-07 guidance and discussed challenges such as the growing requirements for light force development, unit set fielding, recapitalization versus modernization, and the Objective Force.

Keith Charles, then Acting Director, Acquisition Education, Training, and Career Development, Office of the Deputy Under Secretary of Defense for Acquisition Reform, provided an update on the Acquisition 2005 Task Force and described various hiring authorities available to managers. He urged attendees to

read *The Acquisition Managers Recruiting, Hiring and Retention Handbook*, written in coordination with the Under Secretary of Defense for Personnel Readiness and available online at www.acq.osd.mil/yourfuture. Charles said the quickest way for supervisors to obtain the authority to hire and adequately compensate employees is to enter the Civilian Acquisition Workforce Personnel Demonstration Project.

Closing Remarks

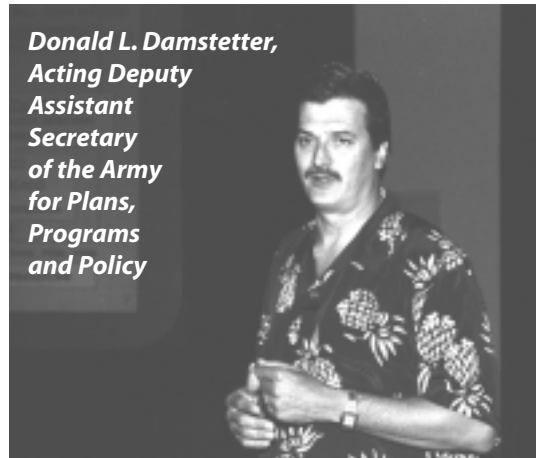
LTG Roy E. Beauchamp, AMC Deputy Commanding General, concluded the formal workshop saying that information is now a capital asset, and our lives are about to change in ways that none of us can foresee. As a result, we must view change as a friend who works for our benefit.

Kern thanked everyone for participating, noting that the next few years will be exciting because never before has the Army simultaneously downsized, maintained its readiness, and transformed itself. He also said that we should be proud that our Army is the one that the rest of the world still tries to emulate.



COL(P) James A. Kelley, FORSCOM Assistant Deputy Chief of Staff for Operations

Donald L. Damstetter, Acting Deputy Assistant Secretary of the Army for Plans, Programs and Policy



Note: Elective sessions were held following the formal workshop. Topics were *Media Training Workshop; Conditional Materiel Release/Total Package Fielding/Unit Set Fielding; Technological Solutions for the Future; Center for Acquisition Lessons Learned; Environmental Quality Requirements for Army Weapon Systems; Activity-Based Costing; Operational Requirements Documents and Key Performance Parameters; U.S. Military Academy Partnership; PM Predictive Staffing Model; Embedded Diagnostics and Horizontal Technology Integration; and Training With Industry at the Logistics Management Institute*. Additionally, an executive session was held at FORSCOM for PEOs and senior acquisition leaders. Topics included *Civilian Placement of PMs-IPT Report Out, Threat Brief, and Organizing for the 21st Century*. To request detailed information on the elective sessions, contact Joan Sable, PEO/PM Support Manager, Army Acquisition Executive Support Agency, at (703) 805-4357/ DSN 655-4357 or joan.sable@aaesa.belvoir.army.mil.

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